FUTURE DIRECTIONS PROCESS

October 28, 2021
GOAL

Facilitate process that builds from areas of strength, promise and opportunity to create a Future Directions Plan that will guide the future of Cal State East Bay for the next 5 years.
What are the fundamental beliefs?
Looking into a crystal ball,
What is our ideal future?
Who are we?
What do we do?
Whom do we serve?
How are we different?

What do we have to do to achieve our mission and move forward?

How will we know when we have arrived?

Desired Outcomes
What are we going to do to achieve our Desired Outcomes?

Why? What? Examples
# STEPS AND TIMELINE

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<td>1. Preparation</td>
<td>Getting started</td>
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<td>2. Town Hall</td>
<td>Bringing everyone on board</td>
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<td>3. Research</td>
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<td>4. Core values, vision,</td>
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<td>mission, goals, strategic position</td>
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<td>5. Desired outcomes</td>
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STEP 4
(Sheetember-October 2021)

Future Directions Committee refines core values, vision, mission, and identify potential strategic goals

- Core Values, Vision, Mission
- Strengths
- Needs/Opportunities
- Major Forces
- Planning Assumptions
- Top Strategic Priorities/Goals
SECOND TOWN HALL
October 2021

Feedback from University community on core values, vision, mission, strengths, needs, major forces, planning assumptions, strategic priorities/goals
1. FDC refines values, mission, vision, strengths and needs, planning assumptions, strategic priorities/goals

2. FDC creates a cross-departmental Working Group for each Strategic Priority/Goal
Formulate Desired Outcomes: Charting the Course

Working Groups identify the desired outcomes, for example:

- Increase headcount by 2,000 students
- Increase first-year retention to 75 percent
THIRD TOWN HALL
January 2022

- Feedback on desired outcomes
- Begin strategy/action development
Determine the strategies/actions
Working Groups to select one to three strategies/ actions that are most important to achieve desired outcomes
The strategies/actions selected will be:
- Organized around goals
- Work across organizational and campus lines
- Emphasize “big ideas”
- Strategies are elaborated expressions of an idea
  - Intro and background
  - Basic elements and description
  - Models

STEP 6
February-March 2022
STEP 6
March 2022
Fourth Town Hall to share strategies
STEP 6
March-April 2022

Reviews by appropriate individuals and groups, such as:

- Faculty Senate
- President
STEP 7
April 2022

Review, Announce, Celebrate: Beginning the Journey

Future Directions Committee completes plan
- Proofread
- Name
- Post online
- Summary suitable for public relations/fundraising
- PowerPoint presentation

Communications/Marketing office develops communications plan
Formal approval by President Sandeen
CORE VALUES

Cal State East Bay believes in and upholds the following values:

- **Equity and Justice**: We commit to identifying injustice and acting to make equity and accountability integral to all of our decisions and practices.

- **Educational Engagement**: We align knowledge, resources, and equitable support to center students' strengths to grow personally and professionally.

- **Belonging**: We foster a strong sense of belonging and pride with the goal of creating an engaged university community.
Innovative and Bold Action: We imagine and build a better future for all through an innovative exploration of ideas and critical thought.

Integrity and Accountability: We uphold a culture of integrity, which includes being honest, respectful, and transparent. We believe in holding ourselves and others accountable, and always striving towards improvement.

Respect for the Planet: We honor the earth, our ancestral and indigenous intelligence, and promote environmental sustainability on our campus, our communities and our nation.
VISION

To be a pillar for student equity, innovation and success that amplifies student and community well-being.
MISSION

Cal State East Bay prepares students to apply their education to meaningful life work and contribute to a just and inclusive society. We serve a student body with diverse lived experiences through innovative teaching and learning, research and creative activities, and campus and community engagement.
STRENGTHS

• Diverse student population
• Location, size and beauty of the campus
• Caring, committed and collaborative faculty and staff
• Resilient students who desire to learn and be better
• Accessible higher education for first generation students and students of all backgrounds
• Strong academic programs which use high impact practices
• Student focused/small class sizes
• Affordability
• Commitment to collaboration
• Commitment to Bay Area and nearby communities
AREAS OF IMPROVEMENT

• Retention and graduation rates – close equity gaps
• Identity, branding and marketing the university and its programs
• Employee salaries
• Internal communication
• Affordable housing (faculty, staff and students)
• Improve bureaucratic processes (financial aid, advising, human resources, procurement)
• Enrollment
• Improve physical facilities/instructional spaces
• Improve morale/value of faculty and staff
• Academic innovation/think outside the box
• Faculty/advisor diversity
PROMISES/OPPORTUNITIES

- Partnerships with community/industry (Business/Health)
- Use and strengthen online learning – balance with in person instruction
- New top level administrators – Reinvigorate and rebrand university
- Strengthen K-12 and community college partnerships
- Take advantage of location in Bay Area – mentorships/internships
- Become more of a destination campus
- Expand affordable on campus housing – create partnerships
- Become a student ready university/increase student support
- Recognition of value and hard work of faculty and staff
- Seize big change moment in higher education – innovate
- Increase hiring of faculty of color
- Creation of facilities plan for campus
- Focus on health and sustainability
- Repurpose Concord and Oakland campuses to create growth
THREATS

- Declining enrollments
- Cost of living/salaries to recruit and retain faculty and staff
- Complacency/failure to adapt and change
- Competition from other universities
- Lack of faculty and staff support
- Funding for public higher education
- Failure to address issues of equity and inclusion
- Lack of identity/brand awareness
- Climate change and environmental issues (wildfires/smoky air)
- Lack of flexibility in work schedules for faculty and staff
- Perceived devaluation of higher education and the college degree
- Affordability
- Retention and graduation rates
- Lack of physical space/instructional facilities
GOAL CATEGORIES

- Students First – Retention and Graduation Rates – Closing Equity Gaps
- Embrace our Diversity – Culture of Equity and Inclusion - Belonging
- Organizational/Operational Excellence – Innovation – Continuous Improvement
- Innovative, Impactful Connections with the Region Based on Research
- Enhance Reputation and Engagement
SMALL GROUP DISCUSSIONS

Small Group Discussions (35 min.)
- Select one person to facilitate and report out
- Record thoughts on clarity and missing items
- Highlight the top 3 ideas for each question

Large Group Presentation (20 min.)
- Facilitators will report answers to questions
- Questions and comments from the floor
SMALL GROUP DISCUSSION
GUIDELINES

- Focus on ideas and concepts
- Feel free to speak your mind
- “What’s said here, stays here”
- Rank doesn’t matter
- Encourage everyone to talk
SMALL GROUP QUESTIONS

Each small group will address two questions about the Core Values, Vision, Mission, and Goal Categories

1. Are there any ideas or concepts in the statements that are not clear?
2. What, if anything, is missing from the statements?
LARGE GROUP PRESENTATIONS

Responses are Community Feedback to FDC